

Navy Declassification/Release Instructions on File

Approved For Release 2001/09/05 : CIA-RDP80B01554R003500160001-0
WELCOME TO THE NAVAL WAR COLLEGE

FIRST ORDER OF BUSINESS TO SAY "HAPPY BIRTHDAY"

COUNCIL FORMED ON 25 FEB 1955

GLAD TO HAVE YOU HERE SO WE CAN GET BETTER ACQUAINTED

BUT ALSO OPPORTUNITY TO HELP CELEBRATE YOUR 18TH

UNDERSTAND FROM ~~GEORGE KELLEY~~ AND BOB HOGAN YOU ARE INTERESTED IN

LEARNING ABOUT THE EXCITING CHANGES TAKING PLACE AT NWC THIS YEAR

BILL MCQUATTIE, ~~GEORGE SCHMIDT~~, AND ~~THE TWO FRANKS~~ *LEON*

~~LAIBERTE AND LINDON~~ BEAR WITH ME BECAUSE SOME OF WHAT

YOU HEAR WILL BE REPEAT OF PHOENIX SPEECH

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AS YOU CERTAINLY CAN TELL, I AM EXCITED AT BEING IN TODAY'S
NAVY AND WITH YOU HERE IN RHODE ISLAND.

I SEE TOMORROW'S NAVY EVEN MORE CHALLENGING AND REWARDING
BUT YOU AND ALL OTHER NAVY LEAGUERS MUST PLAY A MAJOR ROLE IN IT --
TEAMWORK NEEDED TO SOLVE IMMEDIATE/LONG RANGE PROBLEMS. YOU
HAVE DONE SUPERB JOB IN PAST AND GRATEFUL FOR YOUR EFFORTS --
HAVE TO COUNT ON YOU IN FUTURE. (HONORABLE PROFESSION)

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BEFORE I TURN OVER THE FLOOR TO OUR THREE DEPARTMENT HEADS I WANT TO TELL YOU AGAIN HOW MUCH I APPRECIATE YOU BEING WITH US TODAY AND TO SAY BEST WISHES ON THE BIRTHDAY -- ALSO LOOK FORWARD TO A LONG AND PROSPEROUS RELATIONSHIP WITH FINE PEOPLE OF RHODE ISLAND, ONE OF NAVY'S STRONGEST SUPPORTERS.

WITH SUPPORT OF CITIZENS LIKE YOU I AM CONFIDENT WE WILL FIND WITHIN TODAY'S OFFICERS AT NWC AND THE YOUTH NOW COMING IN THE NAVY, THE INTELLECTUAL LEADERSHIP THAT WILL KEEP OUR NAVY AND OUR NATION STRONG AND SAFE.

THANK YOU.

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(INTRODUCE RUSTY, KEN AND BILL -- EACH WILL GIVE SHORT RECAP)

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GLAD TO HAVE YOU HERE SO WE CAN GET BETTER ACQUAINTED

BUT ALSO OPPORTUNITY TO HELP CELEBRATE YOUR 18TH

UNDERSTAND FROM CHARLIE KELLY AND BOB HOGAN YOU ARE INTERESTED IN

LEARNING ABOUT THE EXCITING CHANGES TAKING PLACE AT NWC THIS YEAR

BILL MCQUATTIE, GEORGE SCHAFER, AND THE TWO FRANKS--

LALIBERTE AND LENNON BEAR WITH ME BECAUSE SOME OF WHAT

YOU HEAR WILL BE REPEAT OF PHOENIX SPEECH

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- 1) WHY WAR COLLEGE OF INTEREST? INDICATIVE WHAT IS GOING ON IN NAVY
- 2) WHAT ENDEAVORING TO DO AT NWC MIRRORS REQUIREMENT FOR DEEPER THINKERS
- 3) WORLD OUTSIDE USA HAS CHANGED (CEASE FIRE, POW'S OUT, ETC)
27 YEARS COLD WAR
SALT CSCE MBFR
WHY A MILITARY?
NEED REAL STRATEGISTS
DIFFICULT -- GAME RULES CHANGED
- 4) MUCH WORLD INSIDE USA CHANGED ALSO
CHANGE OUR SOCIETY IS ATTITUDE/CAPABILITIES OF YOUTH
SMARTER, IDEALISTIC, CONFIDENT

HOW DO WE PRODUCE OFFICERS WHO ARE CAPABLE HANDLING VASTLY MORE COMPLEX PROBLEMS FROM INTERNATIONAL STRATEGY TO MOTIVATING MODERN YOUTH? NOT EASY BECAUSE MOST OF A NAVAL OFFICER'S EDUCATIONAL AND PRACTICAL EXPERIENCE INCULCATES IN HIM A VIEW OF A RATIONAL, NEWTONIAN UNIVERSE. FOR EVERY CAUSE THERE IS AN EFFECT, FOR EVERY QUESTION A RIGHT OR WRONG ANSWER.

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IN HIS VOCATIONAL EXPERIENCE:

AUTHORITARIAN CHAIN OF COMMAND - OBLIGATION OF RESPONSIBILITY IS TO HAVE ANSWERS AND TRAINED TO MAKE SPECIFIC DECISIONS.

TECHNICAL ENVIRONMENT - WHERE ANSWERS ARE RIGHT AND WRONG

IN HIS EDUCATIONAL EXPERIENCE:

ANNAPOLIS -

ENGINEERING ORIENTED.

POST GRADUATE -

BRIEFINGS

SKILL PRACTICE

RIGHT-WRONG PROCEDURES

NEWPORT BASED

ACTIVITIES DO THIS

NO COMPLAINT WITH THIS

WE ARE A TECHNICAL SERVICE

TECHNICAL, PROFESSIONAL COMPETENCE IS FOREMOST
REQUIREMENT.

OUR EDUCATIONAL AND TRAINING ESTABLISHMENT DOES AN OUTSTANDING
JOB.

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AS OFFICERS MOVE UP LADDER, HOWEVER, THEY MUST DEAL INCREASINGLY
WITH SITUATIONS LIKE STRATEGY AND PERSONNEL MANAGEMENT THAT
ARE NOT SIMPLE OR DIRECT--OR SUSCEPTIBLE TO PRECISE RIGHT
OR WRONG ANSWERS

MY JOB IS TO FIND HOW TO EDUCATE PEOPLE TO DEAL WITH SUCH ISSUES?
HOW TO GET OFFICERS TO RECOGNIZE UNCERTAINTIES, INEXACTNESS
MUCH DECISION PROCESS?

LET ME GIVE YOU A BRIEF REPORT ON WHAT HAS BEEN DOING NOW AND
WHAT LIES AHEAD - BEGAN YEAR TRYING TO PREPARE FUTURE STRATEGISTS -
DID THROUGH USE HISTORY - (BEGINNING CNS THIS WEEK)

DISSECT DECISIONS OR STRATEGISTS OF PAST

NOT THAT HISTORY WILL REPEAT

BUT TODAY'S NAVAL OFFICER MUST COPE THESE PRINCIPLES IN
ANSWERING QUESTIONS LIKE THESE?

WHO ALLIES WILL BE IN NEXT GENERATION?

25 YEARS AGO TWO OF TODAY'S STAUNCHEST ALLIES WERE PRINCIPAL
ENEMIES

DOLLAR CRISIS?

WHAT DOES A MULTI-POLAR WORLD MEAN? WORLD HARDLY EVER BEEN
BI-POLAR SINCE CASE STUDIES 2500 YEARS AGO IN THUCYDIDES' GREECE

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CLEARLY QUESTIONS LIKE THESE HAVE NO EASY, PRECISE ANSWERS.
THEREFORE MOST WE CAN GIVE MID-CAREER STUDENTS EMERGING
INTO LESS PRECISE WORLD OF SOCIAL RATHER PHYSICAL SCIENCES,
IS EXPERIENCE OF INTENSE THINKING - OF REASONING, LOGIC AND
FAMILIARITY HISTORICAL PERSPECTIVE,

THINKING PROCESS NOT FACTUAL ABSORPTION

HOW? DIG OUT FOR SELVES - KEN WILL EXPLAIN

2ND AREA:MANAGEMENT TRI-MESTER NOW IN C.N.W.

TODAY'S OFFICERS ARE MANAGERS MORE THAN EVER BEFORE

MUST START BY DETERMINE OBJECTIVES

IMPRECISE - LIKE STRATEGY

HAVING DEFINED OBJECTIVES

MUST MAKE CHOICES

IN DOING ANALYSIS

MORE PRECISE

HAVING CHOSEN MUST EXECUTE

MANAGEMENT

COMBINES STRUCTURED METHODOLOGY OF TECHNOLOGY WITH THE

IMPRECISE APPROACH OF SOCIAL SCIENCE

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FINALLY, ERA DWINDLING FORCES MUST PAY ATTENTION MORE EVER

GETTING MOST FROM WHAT HAVE

ALTHOUGH THOUGHT PROCESS IS SYSTEMATIC

MANY SOLUTIONS ARE NOT RIGHT AND WRONG ANSWERS BUT

PROBABILITIES.

THERE IS SIMPLY A GREATER OR LESSER PROBABILITY

OF SUCCESS.

NAVY MUST DEVELOP LEADERS WHO ARE THINKERS AND WHO CAN THINK TERMS UNCERTAINTY BROAD STRATEGY, COMBINATION PRECISE ANALYSIS MANAGEMENT AND JUDGEMENT ON OBJECTIVES AND EXECUTION AND THE PROBABILITIES OF TACTICS.

AS MANY OF YOU RECOGNIZE WE ARE ATTEMPTING A DIFFICULT TASK OF DEVELOPING FUNDAMENTALLY NEW TRAITS OF THINKING IN MEN BETWEEN 12-20 YEARS OUT OF COLLEGE.

MEN ACCUSTOMED COMFORT^{OF}~~ADLENES~~ RIGHT AND WRONG ANSWERS ARE BEING CAST ADRIFT WORLD UNCERTAINTY, APPROXIMATION AND JUDGEMENT. WORSE STILL, MOST DECISIONS BEING TRAINED TO MAKE CAN NEVER BE TESTED.

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MANY TRENDS IN COUNTRY INCREASED MID-CAREER EDUCATIONAL EXPERIENCE. MANY EDUCATORS PREDICT PROGRAMS LIKE HARVARD AMP JUST BEGINNING - DECADE NEED NEW CAMPUSES JUST KIND ADULT EDUCATION WE'RE TRYING HERE NWC TRAIL BLAZING SINCE 1884. HOPE OUR PRESENT EFFORT IS SETTING NEW PACE.

WITH ALL THIS MUST STILL PRODUCE MEN TECHNICALLY COMPETENT
MUST ALSO ACCENT THE THINKING, REASONING AND ANALYTIC
PROCESS IN OUR OFFICER EDUCATION - WHAT ATTEMPTING TO
DO NWC
TO DO MUST GET REASONABLE SHARE BRIGHTER YOUNG PEOPLE

VOLUNTEER FORCE - (HIT THIS HARDER)

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NATIONAL SECURITY WILL DEPEND MORE THAN EVER ON THE
INTELLECTUAL FIBER OF OUR MILITARY LEADERS

WILL DEPEND WHETHER SMART ENOUGH TO STAY ABREAST OF OTHER COUNTRIES'
TECHNOLOGY AND TACTICS. IF WE NOT WILL NOT DETER BECAUSE ANY
POTENTIAL AGGRESSOR WILL RECOGNIZE US AS A PAPER TIGER.

WHETHER WE WILL BE FORCED INTO EMPLOYING MILITARY POWER OR
NOT IS LIKELY TO BE IN LARGE PART A PRODUCT OF THE INTELLECTUAL
CAPABILITY THAT YOUR ARMED FORCES POSSESS.

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